

HUMAN RESOURCES ASPECTS FOR ERP IMPLEMENTATIONS IN SRI LANKA

By

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This Dissertation was submitted to the Department of Management of Technology of the University of Moratuwa in partial fulfillment of requirement for the Degree of Master of Business Administration.

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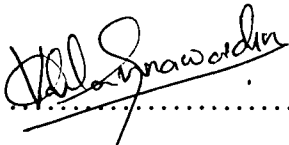
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ABSTRACT

Enterprise Resource Planning (ERP) is used as a magic formula by organizations aiming to centralize and streamline their organization's processes for better performance. There are a number of studies carried out on the critical success factors of ERP Implementation but those researches were seldom from the systems users' perspectives. The objectives of this research are: to investigate CSF in ERP implementations, to investigate the importance of HR aspects in ERP implementations, to study whether the significance of human resources aspects varies in the case of successful and unsuccessful implementations, to investigate critical people and the skills vital in ERP implementations and to investigate critical uncertainties in ERP implementations in the Sri Lankan context.

The purpose of the research is to investigate the validity of the statements found in literature regarding successful ERP implementations and the importance of the people factor in such cases.



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The research is an empirical one and data were collected through an online survey to obtain 74 responses. The targeted companies were those which had already implemented ERP systems in Sri Lanka. For the analysis of data mean values, standard deviation, T-tests, binary logistic regression and correlations were used.

Major findings of the research are: that top management support is the most required critical success factor in Sri Lanka when implementing ERP systems. From the list of soft factors, project team competence and user training and education are highlighted as important. The order of importance given for the HR aspects were: skills, education, training and development, communication, change management and reward system. The evidence showed that in the Sri Lankan context, skills required by the teams are regarded as a high priority and the reward system is paid low attention. Results showed that HR aspects vary in the case of successful and unsuccessful implementations.

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CONTENTS

CHAPTER 1 - INTRODUCTION

1.1. BACKGROUND.....	1
1.2. IDENTIFICATION OF THE RESEARCH PROBLEM.....	2
1.3. OBJECTIVES OF THE STUDY	3
1.4. SIGNIFICANCE OF THE STUDY	3
1.5. SCOPE OF THE STUDY	4
1.6. CHAPTER OUTLINE	4

CHAPTER 2 - LITERATURE REVIEW

2.1. INTRODUCTION	7
2.2. ERP IMPLEMENTATIONS	7
2.3. REASONS FOR IMPLEMENTING ERP SYSTEMS	11
2.4. HIDDEN COSTS OF ERP	14
2.5. EVOLUTION OF ERP.....	18
2.6. DIFFERENCE BETWEEN ERP & ERP II	22
2.7. LIFE CYCLE PHASES OF AN ERP IMPLEMENTATION PROJECT	23
2.8. CRITICAL SUCCESS FACTORS.....	27
2.9. HUMAN RESOURCES INFLUENCE IN ERP IMPLEMENTATIONS	30
2.9.1. KEY STAKEHOLDERS INVOLVED IN AN ERP IMPLEMENTATION PROJECT.....	31
2.9.2. HUMAN ISSUES	33
2.9.3. CRITICAL PEOPLE	35
2.10. CRITICAL UNCERTAINTIES.....	36
2.11. PERFORMANCE MEASURES OF ERP	38
2.12. SUMMARY.....	39

CHAPTER 3 - LITERATURE REVIEW

3.1. INTRODUCTION	41
3.2. THEORETICAL BACKGROUND AND CONCEPTUAL FRAMEWORK OF THE STUDY	41
3.3. HYPOTHESIS OF THE STUDY	46
3.4. SAMPLE OF THE STUDY	46
3.5. DATA COLLECTION INSTRUMENT	47
3.6. DATA ANALYSIS	56
3.7. SUMMARY.....	57

CHAPTER 4 - DATA ANALYSIS AND DISCUSSION

4.1. INTRODUCTION	59
4.2. DEMOGRAPHIC CHARACTERISTICS	59
4.3. MEASURING THE OVERALL SUCCESS	66
4.4. CRITICAL SUCCESS FACTORS	69
4.4.1. HARD FACTORS	69
4.4.2. SOFT FACTORS	69
4.5. SOFT SKILLS	73
4.5.1. HUMAN RESOURCES SKILLS	73
4.5.2. EDUCATING, TRAINING AND DEVELOPMENT	74
4.5.3. CHANGE MANAGEMENT	75
4.5.4. COMMUNICATION	76
4.5.5. REWARD SYSTEM	77
4.6. CRITICAL PEOPLE	78
4.6.1. SKILLS REQUIRED FOR CRITICAL PEOPLE	79
4.7. CRITICAL UNCERTAINTIES	86
4.8. COUNTRY WISE COMPARISON	89
4.9. PREDICTORS OF CSF IN SUCCESS/FAILURE	91
4.10. SOFT PREDICTORS FOR SUCCESS AND FAILURE	95
4.11. HR SKILLS	98
4.12. SUMMARY	103

CHAPTER 5 - CONCLUSION

5.1. INTRODUCTION	106
5.2. CONCLUSIONS AND IMPLICATIONS	106
5.3. LIMITATIONS AND AREAS FOR FURTHER RESEARCH	109

REFERENCES	111
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WEB REFERENCES	113
-----------------------------	-----

APPENDICES

APPENDIX I	114
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APPENDIX II	122
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LIST OF FIGURES

FIGURE 1: ANATOMY OF AN ENTERPRISE SYSTEM.....	9
FIGURE 2: EVOLUTION OF ERP 1	18
FIGURE 3: EVOLUTION OF ERP 2	19
FIGURE 4: EVOLUTION OF ERP - 1950'S.....	20
FIGURE 5: EVOLUTION OF ERP - 1960'S.....	20
FIGURE 6: EVOLUTION OF ERP - 1970'S.....	21
FIGURE 7: EVOLUTION OF ERP - 1990'S.....	21
FIGURE 8: EVOLUTION OF ERP TO ERP II - 2000 ONWARDS	22
FIGURE 9: THE PROPOSED MODEL OF A. BELOUT AND C. GAUVREAU (2004).....	43
FIGURE 10: RESEARCH MODEL PROPOSED BY HELENA TADINEN (2005)	44
FIGURE 10: RESEARCH MODEL BY TADINEN (2005)	44
FIGURE 11: CONCEPTUAL MODEL.....	45



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LIST OF TABLES

TABLE 1: PHASES OF MARKUS AND TANIS' (2000) ERP LIFE CYCLE MODEL.....	25
TABLE 2: CSF S IN THE LIFE CYCLE PHASES.....	26
TABLE 3: CSF OF SOMERS AND NELSON (2004) FOR IMPLEMENTATION OF A PROJECT.....	27
TABLE 4: THE LIST OF CSF S BY SOMERS AND NELSON (2004) - KEY PLAYERS AND ACTIVITIES.....	35
TABLE 5: PINTO AND PRESCOTT'S TEN SUCCESS FACTORS	42
TABLE 6: ERP APPLICATION DISTRIBUTORS IN SRI LANKA	47
TABLE 7: OPERATIONALIZATION OF VARIABLES USED IN THE STUDY	48
TABLE 8: THE SUMMARY OF RESPONDENTS – COUNTRY WISE PERCENTAGES	59
TABLE 9: THE SUMMARY TABLE FOR RESPONDENTS FILTERED BY INDUSTRY SECTOR.....	60
TABLE 10: THE SUMMARY TABLE FOR RESPONDENTS BY ERP VENDOR	60
TABLE 11: THE SUMMARY TABLE FOR THE NUMBER OF EMPLOYEES IN THE COMPANIES RESPONDED	61
TABLE 12: SUMMARY TABLE FOR THE GENDER OF THE CORRESPONDENTS.....	61
TABLE 13: SUMMARY TABLE FOR THE AGE GROUP OF THE RESPONDENTS	61
TABLE 14: SUMMARY TABLE FOR THE NUMBER OF EXPERIENCE WITH THE CURRENT COMPANY	62
TABLE 15: SUMMARY TABLE FOR INDICATION OF PREVIOUS EXPERIENCE IN ERP.....	62
TABLE 16: SUMMARY TABLE FOR THE PRODUCT TYPE OF THE RESPONDENTS	62
TABLE 17: SUMMARY TABLE FOR THE COMPONENTS USED	63
TABLE 18: SUMMARY TABLE FOR THE NUMBER OF MODULES IMPLEMENTED	63
TABLE 19: SUMMARY TABLE FOR INDICATING THE TIME OF STARTING TO USE ERP.....	64
TABLE 20: SUMMARY TABLE FOR THE TIME ESTIMATION FOR IMPLEMENTATION.....	64
TABLE 21: SUMMARY TABLE FOR THE ACTUAL TIME TAKEN FOR THE IMPLEMENTATION	65
TABLE 22: THE SUMMARY OF THE SYSTEMS USED PRIOR TO THE ERP IMPLEMENTATION	65
TABLE 23: SUMMARY TABLE FOR THE PERFORMANCE OF THE ERP SYSTEM	66
TABLE 24: OVERALL PERFORMANCE OF THE ERP SYSTEM (PERFORMANCE, COST AND BUDGET).....	67
TABLE 25: SUMMARY OF THE MEAN VALUES OF THE OVERALL PERFORMANCE	68
TABLE 26: SUMMARY TABLE FOR THE FINAL RESULT (SUCCESS/ FAILURE RATE)	68
TABLE 27: SUMMARY TABLE FOR THE IMPORTANCE OF HARD FACTORS IN ERP IMPLEMENTATIONS	69
TABLE 28: SUMMARY TABLE FOR THE IMPORTANCE OF SOFT FACTORS IN ERP IMPLEMENTATIONS.....	69
TABLE 29: THE IMPORTANCE OF SOFT FACTORS FOR STAGES OF ERP LIFE CYCLE.....	70
TABLE 30: THE IMPORTANCE OF SOFT FACTORS FOR EACH OF THE STAGES IN THE LIFE CYCLE	71
TABLE 31: THE IMPORTANCE OF HR SKILL REQUIREMENTS IN THE ERP IMPLEMENTATION	73
TABLE 32: THE IMPORTANCE OF EDUCATING AND TRAINING NEEDED DURING ERP IMPLEMENTATION	74
TABLE 33: THE IMPORTANCE OF CHANGE MANAGEMENT DURING THE ERP IMPLEMENTATION	75
TABLE 34: THE SUMMARY TABLE FOR COMMUNICATION S DURING ERP IMPLEMENTATIONS.....	76
TABLE 35: THE IMPORTANCE OF REWARD SYSTEMS DURING ERP IMPLEMENTATIONS	77
TABLE 36: CRITICAL PEOPLE INVOLVED IN THE IMPLEMENTATION.....	78

TABLE 37: SKILLS NEEDED BY THE CRITICAL PEOPLE DURING THE ERP IMPLEMENTATION.....	79
TABLE 38: KEY SKILLS REQUIRED BY TOP MANAGEMENT AND MANAGEMENT	80
TABLE 39: KEY SKILLS REQUIRED BY IT PERSONNEL AND END-USERS	80
TABLE 40: KEY SKILLS REQUIRED BY ERP CONSULTANTS AND ERP VENDOR	81
TABLE 41: KEY SKILLS REQUIRED BY IT CONSULTANTS.....	82
TABLE 42: GROUP STATISTICS OF T-TEST FOR CRITICAL PEOPLE.....	83
TABLE 43: IMPORTANCE OF CRITICAL PEOPLE.....	83
TABLE 44: T-TEST RESULTS FOR CP	84
TABLE 45: CRITICAL UNCERTAINTIES EXPERIENCED DURING ERP IMPLEMENTATIONS	86
TABLE 46: CRITICAL UNCERTAINTIES EXPERIENCED DURING THE ERP IMPLEMENTATION.....	87
TABLE 47: T-TEST RESULTS FOR CU	88
TABLE 48: THE SUMMARY TABLE FOR THE COUNTRY WISE FREQUENCY OF RESPONDENTS	89
TABLE 49: CROSS TABULATION FOR COUNTRY WISE COMPARISON FOR SUCCESS OR FAILURE RATE	89
TABLE 50: CHI – SQUARE TEST FOR SUCCESS OF ERP IMPLEMENTATIONS.....	89
TABLE 51: ERP IMPLEMENTATION SUCCESS AND FAILURE PERCENTAGE VALUES IN SRI LANKA AND DEVELOPED COUNTRIES.....	90
TABLE 52: SUMMARY TABLE OF BINARY LOGISTIC REGRESSION TO IDENTIFY PREDICTORS OF CSF IN ERP SUCCESS.....	91
TABLE 53: CORRELATIONS BETWEEN CRITICAL SUCCESS FACTORS	92
TABLE 54: MEAN VALUES FOR SUCCESS AND FAILURE FOR TOP MANAGEMENT SUPPORT.....	94
TABLE 55: T-TEST RESULTS FOR SUCCESS FOR TOP MANAGEMENT SUPPORT	94
TABLE 56: BINARY LOGISTIC REGRESSION FOR THE SOFT PREDICTORS IN SUCCESS AND FAILURE.....	95
TABLE 57: CORRELATIONS WITHIN SOFT FACTORS	95
TABLE 58: T-TEST RESULTS FOR SOFT PREDICTORS FOR SUCCESS AND FAILURE IN ERP IMPLEMENTATIONS	97
TABLE 59: T-TEST RESULTS FOR HR SKILLS FOR SUCCESS / FAILURE IN ERP IMPLEMENTATIONS	98
TABLE 60: EDUCATING, TRAINING AND DEVELOPMENT NEEDS FOR ERP IMPLEMENTATIONS	99
TABLE 61: T-TEST RESULTS FOR MANAGING CHANGE FOR SUCCESS/ FAILURE IN ERP IMPLEMENTATIONS	100
TABLE 62: COMMUNICATION NEEDS FOR SUCCESS/FAILURE IN ERP IMPLEMENTATIONS.....	101
TABLE 63: REWARD SYSTEM REQUIRED FOR SUCCESS/FAILURE OF ERP IMPLEMENTATION	102

ABBREVIATIONS

BoM - Bills of Material

BPR - Business Process Reengineering

CIO - Chief Information Officer

CP - Critical People

CSF - Critical Success Factors

CU - Critical Uncertainties

ERP - Enterprise Resource Planning

HR - Human Resources

IS - Information System

LR - Likelihood Ratio

MRP - Manufacturing Resource Planning

RDBMS - Relational Data Base Management Systems

ROI - Return on Investment

SPSS - Statistical Package for Social Sciences



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